



U.S. Department
of Transportation
Federal Aviation
Administration

Memorandum

Subject: **INFORMATION: ARA Model Work Environment
Action Plan**

Date: June 25, 1997

From: **Associate Administrator for Research
and Acquisitions, ARA-1**

Reply to
Attn. of:

To: **All ARA Employees**

I am pleased to provide you with a copy of the ARA Model Work Environment Action Plan that was approved by the ARA Management Team on June 17. As we continue to promote diversity and fully support initiatives to create a model workplace, the ARA Management Team and I are committed to:

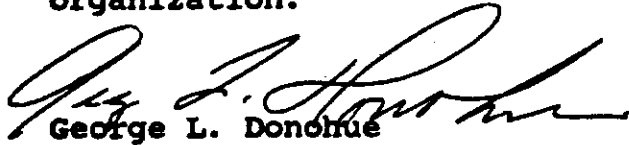
- o Sustaining zero tolerance for discrimination and harassment;
- o Conducting periodic cultural assessments to identify barriers/processes that need to be eliminated or changed;
- o Assessing the competencies of the work force and sharing in the responsibility to identify developmental and learning opportunities;
- o Recruiting and retaining a diverse work force;
- o Managing a diverse work force in order to create an environment where every employee can meet their maximum capabilities.

This action plan encompasses initiatives for affirmative action and equal employment opportunity (EEO) as well as diversity (which is inclusive and involves all employees) because they all play a part in creating a model work environment. The FAA as well as ARA also is committed to ensuring that underrepresentation of minorities, women, and people with disabilities is corrected.

Everyone in ARA can contribute and has a responsibility to adhere to the FAA and ARA policy that we do not discriminate on the basis of political affiliation, race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, or any other characteristics not bearing on job performance.

I urge each of you to get involved in the initiatives outlined in the action plan and to continue to promote an atmosphere which encourages learning and understanding differences.

Also attached for your information is a listing of the ARA Diversity Council members and roles and responsibilities and the roles and responsibilities of employees and leaders of the organization.



George L. Donohue

Attachment

**ARA DIVERSITY COUNCIL
MEMBERS**

CORE

ARA Catherine L. Randall
AAR Brenda Willingham
ACT Rodger Mingo
AND Bessie Sherrod
ASU Ralph Randall
AUA Gwen Williams
AIT Shirley Ginwright
ABZ Gloria Snowden
ASD Francisco Estrada

ALTERNATES

Mary Barboza
Margaret D'Ambra
Jacqueline Haselrig
James Kimball
Telia Porter
Sharon Lattimore

**ARA DIVERSITY COUNCIL
ROLES AND RESPONSIBILITIES**

- o Represents individual organizations**
- o Advocate for diversity issues**
- o Act as listening board for ARA employees**
- o Create, monitor, and track implementation of model work environment action plan and track lessons learned**
- o Research and analyze latest trends and information on diversity, and incorporate initiatives into the model work environment action plan**
- o Generate ideas and share information on how to successfully implement diversity**
- o Increase diversity awareness in organization (proactive leadership)**

**LEADERS
ROLES AND RESPONSIBILITIES**

Create an environment that supports and encourages the contributions of all employees and is free of inappropriate and unlawful behavior.

- o Communicate openly and honestly your expectations for behavior in the workplace and accept nothing less.**
- o Treat all employees with dignity and respect.**
- o Create and maintain a positive and supportive work environment that promotes participation by all employees in work activities for the benefit of the individual and the organization.**
- o Assign work equitably so that all employees have the opportunity to grow professionally.**
- o Assign work so that diverse views are represented in decisionmaking.**
- o Communicate promotional and development opportunities to employees in a timely manner.**
- o Identify and eliminate conditions that contribute to underrepresentation at all organizational levels.**
- o Identify, eliminate, and prevent discrimination and harassment.**
- o Discipline those who create, foster, condone, or tolerate an intimidating, hostile, offensive, or abusive work environment.**
- o Serve as a role model for the behavior that fosters a productive and hospitable work environment.**
- o Ensure initiatives outlined in model work environment action plans are implemented by providing resources, supporting diversity activities, and sharing information.**

**EMPLOYEE
ROLES AND RESPONSIBILITIES**

Share the responsibility for ensuring a productive and hospitable workplace.

- o Treat each other with dignity and respect.**
- o Work together harmoniously and effectively.**
- o Respect each other's contributions.**
- o Identify career goals and aspirations.**
- o Seek the knowledge, skills, abilities, and experiences required to stay productive in current position and continue progress on career path.**
- o Participate fully in various types of learning activities and apply what was learned in the workplace.**
- o Do not tolerate those who create, foster, or condone an intimidating, hostile, offensive, or abusive work environment.**
- o Discover how others wish to be treated and afford them that courtesy.**
- o Seek productive and efficient solutions to everyday problems that do not compromise the integrity of co-workers.**
- o Help and support co-workers so team members share in success.**
- o Be responsible for your own actions.**